Welcome to our virtual waiting room!

While you wait for the session to start, please take time to:

1. Familiarize yourself with BlueJeans
2. Check your name- update first and last if incorrect
   ➢ 1 in the picture
3. Visit the chat window
   ➢ 2 in the picture
4. Visit the question & answers window
   ➢ 3 in the picture
Lunch with Leaders LIVECast:
Adaptive Leadership In the Face of Adversity

September 23, 2021
What’s in the Mail?

Check out Zeke on BBC, “Oh, just look at Zeke!”

LOVED the Zeke lunch w/leaders session.

Jeffrey Millstein, MD
Internal Medicine, Regional Medical Director -NJ/Bucks Region

This was one of the best sessions I've been to. I think Dr. Emanuel provided concrete and tangible strategies for a very difficult area to navigate.
OSHA-MANDATED EMERGENCY TEMPORARY STANDARDS (ETS) COVID-19 TRAINING

OVERVIEW
A recent Occupational Safety and Health Administration (OSHA) mandate requires training on new Emergency Temporary Standards (ETS) for COVID-19. All faculty and staff are required to complete the training.

COMPLETE YOUR TRAINING
The ETS training has been assigned to all learning plans in Knowledge Link: knowledgelink.upenn.edu/

WHAT IS THE TRAINING?
As part of OSHA's commitment to protect workers and deliver stronger worker safety protections, the agency has issued a COVID-19 healthcare ETS (emergency temporary standard) that establishes new requirements to protect workers from exposure to COVID-19 in all settings, with some exceptions, where any employee provides healthcare or healthcare support services.

Training is a component and requirement of the ETS, which broadly addresses worker safety and procedures to minimize the spread of COVID in the healthcare workforce. Under the ETS, Penn Medicine is required to inform workers about the ETS and their rights under the standard.

HOW LONG DOES IT TAKE?
A brief quiz allows all faculty and staff to draw on their vast knowledge from fighting the pandemic and our current operational policies related to COVID-19 prevention to test out of the training. The test-out option takes about ten minutes to complete.

WHEN IS THE TRAINING DUE?
**OCTOBER 31**

- Employees hired on or before Aug. 2, 2021, must complete training by Oct. 31.
- Employees hired after Aug. 2, 2021, have 90 days to complete the training.
Seats Still Available: Presentation Skills Workshops

The StandOut Presentation Skills Workshops
October 5th 12 – 1:30 PM & October 6th 11:30 AM – 1:00 PM
Two, 90-minute virtual sessions

What to expect from this workshop:

- Learn to prepare for a variety of presentation opportunities
- Know your audience
- Be more persuasive
- Engage your audience to hold their attention
- Build a better slide deck
- Increase confidence speaking in front of VIAs (Very Important Audiences)

Facilitated by The Dana Band Group
www.danaband.com

*Next Workshop offered December 2nd and 3rd

Register Here
Seats Still Available: Project Management Training

Virtual Basics of Project Management

October 5th 9 AM – 1:00 PM

4-hour virtual session, facilitated by Garry DeRose

What to expect from this session:

• Knowledge and tools that make projects successful
• Templates and examples that will help you use project management tools on the job.
• Describe the outcome of your assignment, outline the steps to create it, estimate a time it will take, and prepare for and handle problems.
• Focus on results, plan the steps to achieve the results and better prepared to deal with problems.

Register here

*Next Session offered November 3rd
Join the Book Club next Wednesday!

September 29, 2021
7 – 8 PM

Register today!

Send your questions to Katy Milkman to Young Un Cho
To received CME/CE credits:

- Text the event code to (215) 398-6728
- Login at [https://upenn.cloud-cme.com](https://upenn.cloud-cme.com) and enter the event code via My CE/CME >> Claim Credit
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You must have a profile in the system, [https://upenn.cloud-cme.com](https://upenn.cloud-cme.com), to get credit

For further assistance, please contact penncme@pennmedicine.upenn.edu.
“If you’re experiencing increased sadness or anxiety along with an urge to dramatically change something about your life – some of the markers of pandemic flux syndrome – be assured you’re not alone. Many people are feeling such tensions. Although human beings are more resilient than we generally appreciate, it will take time for many of us to stably recover, to reflect and recalibrate.”

Amy Cuddy and Jillelyn Riley
The Washington Post
Today’s Objectives

- Discuss adaptive leadership in face of leadership challenges, uncertainty and compassion fatigue
- Explore key skills for being resilient and bringing best self despite your own burnout
- Learn strategies to help reset yourself and your team
- Share your coping strategies and get ideas from others
Participate in Poll Everywhere

#1 #2

#1 What emotions are you feeling today?
Lunch with Leaders Guests

Deborah A. Driscoll, MD  
SVP and vice dean for Professional Services, CPUP

Sheila G. Kempf, RN, PhD  
VP, Patient Care Services, CNO, PMPH

Fran Johnston, PhD  
CEO, Teleos Leadership Institute
What emotions are you feeling today?
Pandemic Flux Disorder

- Conflicting emotions
- Prolonged liminal state taking a toll -- *no fresh start*
- Depleted surge capacity -- *what we rely upon to deal with stressful situations*
- Affective forecasting errors
- Attempts to gain control
- Divisiveness
  - Low infection rates vs. Lockdowns
  - Vaccinated vs. Unvaccinated
  - Large companies vs. Small businesses

“Clearly demarcated fresh starts give us renewed motivation and help us pursue important goals. But for most of us, that clear fresh start hasn’t materialized.”

– Katy Milkman’s *How to Change*
How Stress Impacts EI

Self Awareness

- Numbing
- Hyper-vigilance
- Trauma impacts capacity for attention and focus

Social Awareness

- Low self-awareness makes it hard to understand others
- Stress narrows focus—makes it hard to see big picture
- Lack of understanding or trust in others

Self Management

- Hyper-arousal Fight/Flight/Freeze
- Narrows the window of tolerance
- Creates a fear of Emotions
- Foreshortened future
- Rigid defenses/All or Nothing Behavior

Relationship Management

- Lack of trust/empathy impedes teamwork
- “I have to do it myself”
- Lower self-management impacts influence
- Fear of negative emotions impedes conflict management

Schmelzer, (2021)
The Great Resignation

Data indicates that the “Great Resignation” is not industry specific, role related or pay related. It's a workplace issue.


48% of the working population is actively seeking opportunities (Gallup, 2021).

Resignation is highest for mid-career (30 & 45 years old) (HBR, 2021).

Resignations are highest in the tech and health care industries (HBR, 2021).

Black and Hispanic employees are more likely to indicate that they are actively looking for new opportunities (SHRM, 2021)

1 in 4 women are considering leaving the workforce or downshifting their careers versus one in five men. (McKinsey & Co.)

3 major groups of women have experienced some of the largest challenges: working mothers, women in senior management positions, and Black women.
Cultivating the ‘Window of Tolerance’

Hyperarousal
- High adrenaline
- Hypervigilant
- High energy
- Overstimulated
- Anxious / panic
- Angry

What you need: Soothing

Hypo arousal
- Exhausted
- Numb
- Apathetic
- Boredom

What you need: Connect with your body / feelings

Window of Tolerance
the place where I can respond appropriately to stress and call on resilience

Siegel, D. 2010 Mindsight, New York: Bantam
### Questions to Support Myself & My Team

- **What are some of my strengths I (we) can rely on?**
- **What are some routines that can support me (us)?**
- **Who is on my (our) “team” and can offer support? How can I communicate with them more effectively?**
- **What are some practices/activities that help me (us) feel grounded or more effective?**
- **How do I (we) know it is time to slow down?**

### Actions Leaders Can Take

1. Help your direct reports and colleagues understand and own the impact of stress.
2. Make sure that the mental health resources are easily available, easy to find and widely distributed.
3. Normalize it, encourage conversation and coping.
4. Be brave and risk conversations with your people. They may be awkward—that’s okay. And they will need to be repeated.
Next Lunch with Leaders

Delivering Value at Penn Medicine

October 7, 2021 at 12pm

Our guests

• Roy Schwartz, MBA, VP, Managed Care and Payer Relations
• Mitch Schnall, MD, PhD, Chair, Department of Radiology
• Matt Press, MD, Physician Executive, Penn Primary Care; Medical Director, Primary Care Service Line
Upcoming Lunch with Leaders

Oct 7   Delivering Value at Penn Medicine
        Roy Schwartz, Mitch Schnall, MD and Matthew Press, MD

Oct 21  Celebrating the Penn Medicine Experience
        TBD

Nov 4   Navigating Career Transitions
        Regina Cunningham, Greta Gilbode and Sharon Hull, MD

Nov 18  Leading to Improve Community Health
        Richard Wender, MD, Carmen Guerra, MD and Alice Yoder

Visit Lead Strong Site to add the series to your Outlook calendar.
2021 LwL Dates: 10/7, 10/21, 11/4, 11/18, 12/2 and 12/16
Big Thanks to our Core Production Crew!

Gretchen Kolb, Director, Learning Innovation, HR/PMA

Jen Rader, Manager, Learning Solutions, HR/PMA

Young Un Cho, Senior Consultant, Talent Mgmt. & Leadership, HR/PMA

Casey O’Neill, Administrative Coordinator, HR/PMA

Peter Lisacchi, Coordinator, HR/PMA

Ray Rollins, Associate Director for Classroom Technology

Joe Lavin, Manager For Classroom Technology

Debbie Foster, Senior Director, Internal Communications

James Bizzell, Multimedia Designer, Internal Communications

Vaughn Wurst, Manager, CME Office
Exit Poll Everywhere

New iMessage

To: 22333

leave

I Hi I’m